

# UN GLOBAL COMPACT COMMUNICATION ON PROGRESS 2018

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PLESNER







# CSR is firmly anchored in the Plesner spirit

## THOUGHTS FROM THE MANAGING PARTNER AND THE CSR PARTNER

“Plesner is the darling of the Danish business community”. That was the reaction in the media when Plesner was ranked first in Kantar Sifo Prospera’s annual survey ‘Tier 1 Law Firm Review in Denmark 2018.’

Being ranked number one by the largest and most professional companies is the ultimate recognition you can get as a provider of advisory services – and it makes us both very proud and humble.

We remain committed to becoming even better – also in CSR terms.

Plesner’s CSR programme is one of the most extensive in the legal profession. With this programme we have committed to pursuing the highest ethical and professional standards when providing legal advice, to run our firm in a socially and environmentally responsible way, to provide pro bono legal advice and to support the local community in general. As you can read in this year’s report, these words are backed by concrete actions, with satisfactory progress being reported in all our focus areas.

We owe these achievements to our team of amazing and dedicated Plesner colleagues, who are highly trained in identifying and solving challenges and who will not let a good process be stopped no matter what obstacles they may encounter. We deploy these same professional skills in finding effective solutions in the CSR field.

Plesner’s CSR initiatives remain based on the ten principles of the UN Global Compact, which are now embodied in 17 Sustainable Development Goals. If the global community is to attain these ambitious goals, we all need to make a serious contribution. We believe in sharing benefits as well as responsibilities.

While fully aware that our impact in the grand scheme of things is – and can only be – marginal, we will continue our dedicated sustainability and corporate social responsibility efforts. Doing our best is also firmly anchored in the Plesner spirit.

Copenhagen, June 2018

Tom Kári  
Kristjánsson  
Managing Partner

Gitte Holtsø  
CSR Partner







READ MORE ABOUT  
PLESNERS POLITICS  
ON PRO BONO

# Pro Bono

## Prompt and efficient help to self-help

PLESNER HAS AGAIN THIS YEAR WORKED ON A VARIETY OF PRO BONO ASSIGNMENTS, PROJECTS AND SOLUTIONS – ALL BENEFITING CHARITABLE ORGANISATIONS FOCUSED ON VULNERABLE CHILDREN AND YOUNG PEOPLE AND THE SERIOUSLY ILL.

Last year's administrative restructuring of Plesner's pro bono programme was intended to focus energies and resources on the core of the project: helping and advising the charitable organisations included under our CSR programme.

*"The road from enquiry to action has definitely become shorter – which has re-energised the project and resulted in improved communications and shorter waiting times. We have significantly reduced the time spent on administration and increased the time spent on concrete advisory services, with the vast majority of enquiries processed within a few days. All things considered, we now handle pro bono cases with much greater efficiency and flexibility – which benefits the organisations",* says Lars Mygind Bojsen, Attorney-at-Law and Pro Bono coordinator at Plesner.

## Expanding collaboration

*At Plesner, we continuously assess how best to strengthen the programme and make the most of the resources allocated to our pro bono work. According to Lars Mygind Bojsen, eight charitable organisations are currently receiving free legal advice from Plesner:*

*"The degree to which the organisations draw on our assistance varies a lot. When we establish a partnership with a new organisation, we naturally put a lot of work and effort into start-up projects and basic assistance in establishing the legal framework. This was also the case with the Child Brain Cancer Foundation (Børne Hjernecancer Fonden), with whom we formed a partnership last year. Other organisations have been part of the programme for years and today require other types of assistance than when they first joined. This is true of Children's Welfare (Børns Vilkår) and the Muscular Dystrophy Foundation (Muskelsvindfonden), whose projects are typically more complex and require specific, specialised assistance. We are also planning to strengthen our dialogue with the organisations to help them define more work that can be provided within the framework of the partnership."*

## Strong staff commitment

The revitalisation of Plesner's pro bono work is also noticeable internally, with employees showing a keen interest in assisting with the very diverse issues presented by the organisations.



*"This is a very positive sign, as we attach the same importance to pro bono assistance as to other client services. By simplifying working procedures, we have reduced the amount of administrative work and made it much easier to team organisations and their needs with relevant professionals. This has helped further motivate our employees to proactively seek these assignments" explains Lars.*

### **A great way of putting your skills to use**

Lars Mygind Bojsen is living proof of the rewards gained from being part of Plesner's pro bono network.

*"Many of my colleagues have studied law and subsequently chosen to become attorneys because they basically wish to help other people or make a difference in society.*

*And many of us see it as a natural part of our job to give something back by doing voluntary work through the legal aid service or other pro bono programmes. I did this as a law student, so continuing my involvement as an attorney at Plesner – was natural for me – and not because I feel I have to, but because it interests and inspires me. It's just a great way of putting your skills to use", says Lars Mygind Bojsen.*

During the past reporting period, some 50+ of our assistant attorneys, attorneys and partners undertook more than 1,000 hours of pro bono work. To this should be added a significant number of hours committed by secretarial and administrative staff.

### **Plesner provides assistance to selected Danish charitable organisations:**

- Bryd Tavsheden (Break the Silence – a Danish non-governmental organisation for individuals exposed to domestic violence)
- Børns Vilkår (Children's Welfare)
- Julemærkefonden (the Christmas Seal Foundation)
- Red Barnet Ungdom (Danish Child Rights Ambassadors)
- Scleroseforeningen (the Danish Multiple Sclerosis Society)
- Make-A-Wish Ønskefonden (the Make-A-Wish Foundation)
- Muskelsvindfonden (the Muscular Dystrophy Foundation)
- Børne Hjernecancer Fonden (the Child Brain Cancer Foundation) (NEW)





# BHCF



Børne Hjernecancer  
Fonden

## The Child Brain Cancer Foundation

(CBCF) is an organisation in its start-up phase that relies on volunteers. Over the past few years, the Foundation has been working to establish itself as an organisation –setting up a medical advisory board to assist the Board when making decisions about research support and undertaking other initiatives promoting CBCF’s objectives. Plesner assisted with a number of specific tasks over the past year, including convening and holding general meetings. We also provided legal advice and assistance in connection with the preparation of a privacy policy and the updating and translating of the Foundation’s by-laws.

The Child Brain Cancer Foundation is a charitable organisation supporting research into paediatric brain cancer in the hope of eventually curing all children with brain cancer.



**Anette Overby,**  
**MSc (Economics) and CBCF founder:**

*“During the start-up phase, our primary focus has been on strategic partnerships with other organisations sharing the same aims and interests as us. We have also put a lot of time and effort into establishing a network of influential people who are willing to help and support CBCF, primarily through Cycling Challenge, our network of business professionals headed up by former professional cyclist Rolf Sørensen.*

*Plesner’s assistance makes a huge difference for a small organisation like ours, whose funds and resources are limited. The support provided by Partner Peter Fogh in his capacity as our Chairman is invaluable.*

*Plesner not only provides highly professional assistance, they are also extremely considerate and pleasant collaboration partners. We always receive a prompt response to our questions and specific requests. I have never seen a request or a detail missed.*

*Plesner has also played a major role in building our network of business professionals through Cycling Challenge, in which four or five partners participate every year.*

*Being backed by Plesner signals that we are a serious organisation with everything under control. Plesner’s assistance also allows member contributions and donations to be channelled into our work rather than administration. In providing legal assistance and expert sparring for the Board of Directors, Plesner plays a crucial role in our continued growth and ability to help children with brain cancer.”*



# BØRNS VILKÅR

SAMMEN STOPPER VI SVIGT

Children's Welfare works to prevent the neglect of children in Denmark. In 2017, the organisation celebrated its 40th anniversary, while its Kids Helpline passed the 30-year mark. Last year, the Kids Helpline provided advice and assistance to children more than 50,000 times, with the many conversations providing unique insights into childhood in Denmark. In the past year, the organisation has focused on helping even more of the children who approach it for advice. This work is far from complete and will remain one of the main priorities of Children's Welfare going forward.

Children's Welfare is a private humanitarian organisation that has worked to help all children in Denmark since 1977. The organisation works to ensure that children get the help they need and to safeguard a child's right to a safe and secure life and a good childhood.



**Rasmus Kjeldahl,**  
**Executive Director, Children's Welfare:**

*"Our partnership with Plesner enables us to run a professional organisation in full control of everything – big or small – related to employment law, privacy, rights issues, contracts and numerous other areas. We are in regular contact with Plesner, and our partnership is organised so that our requests are always directed to the right people, even when – as is often the case – they span more than one professional field.*

*In the past year, some of our requests required immediate legal assistance, and Plesner prioritised helping us every time. It is great to know that Plesner can competently coordinate and identify the right resources for whatever request we may make. Having the right help ensures everything is handled appropriately and that the funds and commitment of our members, sponsors, employees and volunteers are always used on the basis of well-informed decisions.*

*Plesner's willingness to act as a pro bono partner, using their professional capabilities to help prevent the neglect of children in Denmark, has of course a vast financial significance to us. Thank you!"*





The Muscular Dystrophy Foundation's interaction with Plesner in the past year mainly consisted of questions and requests related to data protection law and in particular the EU General Data Protection Regulation, which came into force in May 2018. New legislation passed in 2018 concerning payments will mean that a number of summer festivals, including the Muscular Dystrophy Foundation's Green Concert and Cirkus Summarum, are no longer obliged to receive payments in cash.

The Muscular Dystrophy Foundation's is an organisation that since 1971 has helped people with muscular dystrophy and their families live active lives as full members of society. The organisation's objective is to provide the best possible conditions for people with disabilities.



**Lea Ljungberg Haldrup,  
Financial Controller, the Muscular Dystrophy Foundation:**

*"Our partnership with Plesner on data protection legislation has enabled us to train relevant employees within this area. Through Plesner's certification programmes, we were also able to participate in GDPR networks, which has been very helpful in relation to our work with the new Regulation.*

*Again this year, Plesner assisted us in applying for the Green Concert and Cirkus Summarum to be held as cash-free events. This resulted in a permanent exemption from the requirement to receive payment in cash in connection with these events.*

*At a more general level, Plesner provides us with legal guidance in a multitude of specialist areas. We send our requests to a permanent contact, who promptly finds the right person to solve the task. This is the ideal approach for us, as it gives us speedy access to the relevant skills. Being able to present a more professional profile in our dealings with business partners, members, volunteers and society in general is invaluable to us."*













READ MORE ABOUT  
PLESNERS SUPPORT TO  
THE LOCAL COMMUNITY

# The School Project

## Role models choose the School Project with their hearts

PLESNER'S SCHOOL PROJECT WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE COMMITMENT OF DEDICATED ROLE MODELS WHO SET EXAMPLES FOR SCHOOL KIDS TO FOLLOW.

*"Our role models do a great job, they do it pro bono, and they choose with their hearts – although they are all busy people with demanding jobs. Sharing their personal stories about breaking the cycle of deprivation, they show school kids the difference education can make when it comes to future job opportunities and freedom to choose",* says Shaina Jabbar, Attorney-at-Law and Partner at Plesner – and co-founder and coordinator of the School Project.

### Pattern-breakers show the way

Ever since the beginning in 2011, role models acting as sparring partners for school pupils have been key to the School Project. Working closely together with Plesner, these role models have followed selected lower secondary school classes at two schools in the inner-city district of Nørrebro, with a major proportion of the pupils having a non-Danish ethnic background. Many of the role models also have non-Danish backgrounds and are themselves "pattern-breakers" with various higher-level qualifications.

The classes are divided into groups and a role model is assigned to each group. This allows the role models to really get to know

the pupils during their final years at lower secondary school. A key task of the role models is to build trusting relationships with the school kids so they can talk to them about both their future careers and personal matters.

### Real commitment needed

The role models meet with the school pupils once a month at events that alternate between classroom dialogue and visits to selected companies. This gives the young people a first-hand impression of the wide range of courses, training and job opportunities available, while the role models help them define goals for their professional development and decide which field of education or training to choose. The idea is to create a virtuous circle where the interaction with the role models and the pupils' willingness to listen and learn make all the difference.

*"As a role model, real commitment and a genuine wish to help and support young people is crucial. Finding role models willing to fully commit and with the necessary drive used to be our biggest challenge in relation to the School Project. That has gradually changed as we have been able to show that the School*



The role models meet regularly to strengthen relations.

*Project makes a noticeable difference to challenged young people and produces measurable results year after year”, explains Shaina Jabbar.*

### **Fresh thinking**

Role models who have been part of the project since the beginning have recruited new participants from within their own networks. Besides attorneys from Plesner, the group today spans a wide range of professionals, including a chief superintendent, a journalist, a chief executive and a pilot.

According to Shaina Jabbar, Plesner’s own employees also express pride in the School Project and also have a growing interest in contributing to its success.

*”New and positive developments have unfolded over the past year, making me extremely happy and proud. Several of our young assistant attorneys, also ethnic Danes, have approached me on their own initiative to become part of the School Project by providing administrative assistance or acting as role models. The school kids learn a lot from spending time with our young attorneys, who have different backgrounds and challenges, but who support the project with all their heart and inspire the school pupils by providing ideas and advice about their options and choice of education. They bring fresh thinking and new input to the School Project, and they do a really great job”, says Shaina Jabbar.*



## Spreading the word

The next step for the School Project is to spread the word and inspire other companies to embrace the idea. The role models have an important communication task here by spreading the message through their own workplaces and networks and through the many companies which over the years have opened their doors to these school pupils – and tomorrow's employees.

*"The School Project is a proven success, and I would really like to expand the project to the rest of Denmark. To that end, we have drawn up a script describing the key aspects of the project and illustrating how companies can start their own school project. At the moment, we are considering how best to pass the baton on to other companies who wish to commit*

*and make a difference to young people with challenges", says Shaina Jabbar.*

A former pupil at Nørrebro Park School and herself a pattern-breaker, Shaina Jabbar has been a role model since the School Project started – a job she finds particularly meaningful:

*"I use the space and the opportunities I have as a role model for some of the girls in the School Project to share my own experience as a pattern-breaker and how, against all odds, I have succeeded. In my world, you can do and have everything if you really want it. Those are the seeds I would like to sow among the young people to enable them to make their own choices on an informed basis. Following the pupils and watching them grow in the course of the project is so rewarding to me."*



PROJECT MANAGER



SCHOOL



ROLE MODELS



BUSINESS-VISITS



STATUS-MEETINGS

## About the School Project

The purpose of the School Project is to inspire young people to understand the importance of taking school and education seriously and to motivate them to focus on the many job opportunities and freedoms that continuing education can offer.

Through the School Project, Plesner has established a long-term partnership with selected lower secondary school classes at two schools in the Nørrebro district, Nørrebro Park School and Blågård School, where many pupils face both language and social challenges. The partnership also includes "pattern-breakers", typically people from non-Danish ethnic backgrounds who act as role models for the students.

Plesner's School Project comprises two schools in the Nørrebro district in Copenhagen.

Since the beginning in 2011, more than 100 school pupils have participated in the School Project and the vast majority of these have chosen to continue their education.



NØRREBRO PARK SCHOOL

Two classes starting  
the ninth school year in  
August 2018



BLÅGÅRD SCHOOL

One class finishing the  
ninth school year in  
June 2018



### **We all have something to offer**

Kabeer Takiar, 45, head of section/deputy assistant commissioner of the Danish National Police – National Operations Department and in charge of national development projects. Also a member of the emergency staff of the Danish National Police, which in case of major incidents works closely with the 12 police districts and other disaster response units, including the Danish Emergency Management Agency, the Danish Defence, the Danish Security and Intelligence Service and several ministries. A School Project role model for three years.

*“My reason for being part of the project is very simple: We all have something to offer! Throughout my career with the Police, the Copenhagen Fire Department and the private sector, I have met countless young people in need of a helping hand and a push in the right direction.*

*Alternating between meetings at the school and company visits is a perfect mix that allows us to form close relationships – personal and academic – with the young people. At the same time, we help broaden their horizons and show them in practice what it's like to be part of a company.*

*I'm confident that by participating as role models in the project we make a difference to the young people. That, combined with the satisfaction of being able to help, provides the drive to carry on. It's important for me to spend time on meaningful voluntary work. And when I talk to my colleagues, friends and family about the project, I show the way for others who may want to contribute. I also talk to my three children about being a role model, and I can tell that it makes them happy and proud.*

*To others who want to make a difference to young people with challenges, I say: EVERY young person has potential. Focusing less on young people's backgrounds, identities and limitations and more on their potential strengths and skills creates greater value for everyone.*



*When companies choose to open their doors to these young people, it has a ripple effect and inspires others through the positive narratives. All things considered, I find it extremely important that senior corporate management supports CSR projects and the opportunity to join a School Project like ours. In my own organisation, management strongly supports employee participation in such projects. In the police force, we are happy to invite young people to open house events, guided tours, dialogue meetings, etc. to increase their awareness of the work we do. And every time it gives new energy and excitement to our workplace.”*



### **If he can do it, so can I**

Hussain Ali Alhaidary, 29, assistant attorney in Plesner’s Insolvency and Reconstruction practice. A School Project role model for about six months.

*“I basically want to make a difference to others in my local community. I joined the School Project in the hope of helping young people who feel abandoned by school and society. As a role model, I want to help change their views on the educational establishment, the labour market and society in general.*

*Pointing out that there is more than one way in life and that it’s good to try different things before you make up your mind is an important message. I tried a lot of things myself before choosing the law and deciding to become a lawyer. I worked as a baggage handler, a security guard and a childcare*

*assistant, among other things. The young people look up to us as role models. I can tell that they think: Hmm, if he can do it, so can I!*

*Given my own background, I’m able to relate to some of the young people’s challenges and problems. I know what they’re going through and I hope to give them some tools to help them along. But they have to make an effort themselves. Lately, we’ve been working specifically on setting goals, writing good traineeship applications and preparing for job interviews.*

*As role models, we’re able to win the confidence of the young people. This becomes particularly clear when we discuss more personal or taboo subjects. We’ve had some very good talks about the meaning of life, illegal streaming and homosexuality. Every time we visit the classes, I see the young people’s views and boundaries shifting.*

*I’ve expanded my network and met other very committed role models in the School Project. This group constitutes a very special community that differs from an “ordinary” workplace. As a role model, I also get the chance to develop my communication skills, which is extremely relevant to my work life, where I interact with a lot of different people from very different social backgrounds.*

*I strongly recommend that others reach out to young school pupils and show an interest in them. Whether you want to make a difference to young people as a private person or as a company, you will very quickly see that they are extremely curious and interested in you or your company.”*









## Women & Career

### Flexibility is the way forward

PLESNER IS COMMITTED TO BREAKING THE MALE DOMINANCE OF OWNERSHIP SO THAT MORE WOMEN AIM FOR PARTNERSHIPS.

Equal gender representation at senior management level is still a rarity. Particularly in large Danish and international law firms, female partners are few and far between. We would like to change that. We are firmly of the opinion that change must take place gradually through a sustained focus and belief that the future battle for talent will be won by those who demonstrate flexibility.

There is more than one way forward. Companies need to be flexible and offer multiple career paths.

*“We want to give everyone with the requisite professional and business skills the opportunity to become a partner at Plesner – irrespective of gender. However, we are not in favour of quotas and would rather improve conditions for talented female lawyers who appear on course to meet our partnership requirements, so they stay with us and eventually become partners”,* says Niklas Korsgaard, Partner with responsibility for Plesner's Women & Career programme.

With that end in view, Plesner is working steadily to identify the kind of flexibility that will open the door to more female partners.

Throughout the reporting period, we regularly invited our target group of female tal-

ent to luncheons centred around a number of relevant themes. The purpose was to discuss the particular challenges that women face in the course of their careers and to identify potential solutions. Internal and external speakers were invited to several of these luncheons to inspire or challenge our thinking on women and careers by drawing on current research or their own experience.

### Partnership with maternity/paternity network

During these luncheons, some recent mothers expressed a wish for work-related inspiration during their maternity leave.

In January 2018, we therefore formed a partnership with Inspired Beyond Babies (IBB) - a professional network for men and women wishing to develop their professional capabilities and strengthen their networks while on maternity/paternity leave.

The network focuses on professional upskilling and continuing education through workshops, knowledge sharing and lectures by specialists, prominent business professionals and interest groups. This ensures that employees return to work with renewed energy and motivation – ready to implement the lessons learnt.

## **Mentoring scheme popular among female talents**

Based on the feedback received from our female talents, we initiated additional mentoring programmes during the reporting period.

A key benefit of mentoring programmes is that you can test and investigate your ideas of reality. Entering a mentor-mentee relationship, sharing challenges, dilemmas and concerns with a more experienced person, can therefore often be a career booster.

Plesner's mentoring scheme targeting female talent dates back to spring 2014. Inspired by the strong interest shown in the scheme and the positive feedback from completed programmes, Plesner applied in 2016 for permission to extend the scheme available to our female lawyers. A number of female lawyers are currently in a mentoring scheme. We are very pleased that the Ministry of Justice granted us permission to extend the mentoring scheme for five years until 2021.

## **Greater focus on early development**

The feedback received from our female talents has also inspired us to increase our focus on early talent development.

*"We are working to give our talents feedback on their development potential at an even earlier stage. This will allow us to give them better and more timely support so they can qualify for the career they wish to pursue",* says Niklas Korsgaard.

Niklas Korsgaard believes we need to break down mental and structural barriers:

*"We've come a long way through the past year's many inspirational meetings and have definitively broken down the taboos. We now have a team of women who help each other see opportunities rather than barriers."*

Much of the problem is cultural and cannot be changed overnight. However, there is a growing realisation that we face a challenge, and Plesner is fully committed to making career paths more flexible.

Niklas Korsgaard notes that Plesner has a large number of female talents at the moment – and that the firm is committed to retaining them:

*"We are currently assessing how to make structural adjustments in order to smooth the path for more female partners. While we do not intend to lower our qualification requirements, we need to demonstrate some flexibility on the road to partnership. Much of this rests on being able to say that this can be done."*



JUNE 2017

61

PARTNERS IN TOTAL



JUNE 2018

62

PARTNERS IN TOTAL



“Women & Career” is one of the focus areas of Plesner’s CSR programme, aiming to provide conditions that make it attractive for women to continue their careers with Plesner.







# Employee satisfaction

## Development, satisfaction and collaboration - three aspects of the same issue

OUR EMPLOYEES' DEVELOPMENT, SATISFACTION AND ABILITY TO WORK ACROSS THE ORGANISATION ARE INSEPARABLY LINKED – AND BENEFIT EACH INDIVIDUAL EMPLOYEE AND THE RESULTS WE ACHIEVE FOR OUR CLIENTS.

Effective collaboration is basically about getting to know yourself and your colleagues better. That is why we have for the past three years been working with JTI – a typology tool for developing managers, employees and teams. JTI highlights the differences and the dynamics that are at play when we solve problems, make decisions, form relationships and give and receive feedback.

During the past year, our focus has been on incorporating the ideas behind the JTI tool into the annual performance review.

*“The performance review is about setting development and career milestones, while JTI is focused on identifying each individual's strong points and preferred way of learning and cooperating. Hence, the two tools are interconnected. Knowing each other's preferred response patterns helps strengthen the dialogue between manager and employee and makes it easier for the manager to support his or her employees through change and development”,* says Mette Lock Carlsson, Head of Human Resources.

## New and different dialogue

Experiencing progress in their personal and professional development is crucial to the job satisfaction of knowledge employees. We develop when we are allowed to try new things and to test our capabilities. Hence, combining the performance review with JTI can open the door to a new and different dialogue about how we work and plan for success. This could involve daring to seek new challenges, being able to work in a sustained and focused manner, being willing to take a risk or to proactively seek guidance and feedback.

*“It begins with ourselves and with realising how we act and which new roads we can take to become even more successful at what we are already doing. Encouraging employees to proceed with what is already working while also setting the bar for their further development at the right height is one of the manager's key tasks”,* says Mette Lock Carlsson.

## Stronger feedback and collaboration culture

Over the past year, JTI has also been implemented in a number of other support tools – all designed to enhance collaboration. These tools include the feedback forms that constitute the basis for the continuous performance evaluations of assistant attorneys and attorneys, and the “Collaboration Compass” used to analyse management team interaction.

Supported by the Human Resources Department, a number of teams also decided to put special focus on cross-organisational collaboration in the past year. These programmes help clarify how we can strengthen relations by becoming better at adjusting our expectations and giving each other feedback.

## Know yourself, know your colleagues

Employees and managers are now very open about the JTI profiles, which are also actively used by individual teams.

*“We are much more aware of our own and our colleagues’ preferred response patterns and strengths, and understand them much better. We are more aware of how each of us reacts in a specific work situation, and it has become easier to ask for help and guidance from colleagues with a different approach. The better we know ourselves and our colleagues, the easier it is to reach out, establish relations and get support for doing things in new ways. This definitely helps strengthen in-house collaboration and develop high-quality solutions for our clients”,* says Mette Lock Carlsson.





## Full Engagement

### - Manage your energy, not your time

NO MATTER HOW DIGITAL WE CAN BECOME, PEOPLE WILL, BY VIRTUE OF THEIR ENERGY AND ENGAGEMENT, ALWAYS BE THE MOST IMPORTANT FACTOR.

In May, we invited all our staff on a three-day teambuilding trip to Morocco. It was an unforgettable trip during which all employees were introduced to Full Engagement, a concept focusing on how to manage your energy rather than your time, under the tutelage of Implement Consulting Group.

Full Engagement is based on the idea that we as human beings can optimise our energy by examining our current habits and routines – intentional and unintentional – and creating a better balance between the choices we make for ourselves in normal everyday life. This helps us engage more fully in multiple aspects of our lives and sets us up to deliver top-notch performances. The programme was illustrated by a variety of practical exercises focused on four energy dimensions: physical, emotional, mental and spiritual.

Many of our employees have subsequently been inspired by the programme to make changes to their worklife. This has prompted us to consider how we can continue the process, and we are currently contemplating setting up a working climate group to develop new ideas and initiatives. On an experimental basis, we have set up yoga and meditation classes and a running club, and efforts are being made across the organisation to build new good habits. In

one of our departments, the employees re-energise by doing the plank for three minutes every day, while others hold in-house meetings while walking in the open air rather than sitting in a conference room.

*“As employees, we will be in the labour market for quite a number of years. We need to be able to navigate change and do it in a way that ensures our durability as human beings and as employees. The Full Engagement concept offers not only self-reflection tools but also a common language for interacting with friends and colleagues. With this initiative, we are taking yet another step towards becoming a sustainable working environment”, says Mette Lock Carlsson.*



## Phillip Giede Bøving

Assistant Attorney

Corporate Regulatory & Compliance



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*“The Morocco trip was amazing. Getting out of the office and being in such an exotic setting gave a new perspective on everyday worklife. Having an informal and relaxed time with colleagues far away from our busy working environment was also great.*

*In my department, we have become more aware of energy levels and how one type of energy can affect another type. We have also realised that everyday things are extremely important in the context of an entire working life. A one degree change can lead to huge positive results.*

*We support each other in developing sound routines and staying active, for instance by running after work or attending morning yoga classes at the office. We have also introduced a daily team challenge to burn some physical energy at midday.*

*The central lesson for me personally is the importance of considering how you use your energy, which goals you wish to pursue and how you organise your workday in order to reach these goals. Sound, energising routines in your private and your working life are a good investment and the key to performing to the best of your ability.”*



**Tanja Mou Jakobsen**  
Executive Assistant

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*“The trip to Morocco with my colleagues was a great experience and an energy booster for all of us. The house was buzzing with new energy Monday morning after the trip – which was really great to see!*

*In my opinion, working with Full Engagement is a healthy reminder to all of us to not only be present, but to also show presence of mind. If your mental presence is somewhere else than your physical presence, you’re wasting your energy.*

*And it’s important to remember to recharge your batteries so you don’t just discharge energy throughout the day. You need to evaluate whether doing what you do gives you good energy, because if it does, you are building a surplus that you can draw on when you really need to work at full throttle.”*

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READ MORE ABOUT  
PLESNERS POLITICS ON  
THE ENVIRONMENT AND  
CLIMATE

## Environment and climate







Reducing our environmental footprint remains one of our CSR goals, and we remain committed to optimising our energy consumption, purchasing, waste handling and canteen services. We are more than 400 people in a 17,000 sqm domicile, and while we cannot move mountains in terms of our environmental behaviour, we wish to continually improve our efforts and do the best we can.

DURING THE PAST YEAR, PLESNER HAS TAKEN A GIANT LEAP TOWARDS AN EVEN HEALTHIER FOOD PROFILE. JUST A FEW MONTHS INTO THE PROGRAMME, PLESNER'S GREEN LINE HAS BECOME A SUCCESS THANKS TO A WIDESPREAD READINESS FOR CHANGE.

We changed caterers during the reporting period, with our canteen now run by Fazer. We maintain our silver ecolabel and have defined a number of key action areas fo-

cused on healthier food and less food waste in order to benefit the climate, the environment and our health.

### More greens, less meat, less food waste – and much more activity

LESS MEAT – MORE GREENS. OUR DAILY MEAT CONSUMPTION IS DOWN FROM 25-30 KG TO 18-20 KG.		25-30 KG ▼ 18-20 KG
	FOOD SERVED IN PORTIONS. THE HOT DISH OF THE DAY IS SERVED IN PORTIONS, AS A RESULT OF WHICH WE EAT LESS MEAT AND FOOD WASTE HAS BEEN REDUCED.	
FRUIT AND VEGETABLE JUICE. EVERY DAY, SURPLUS FRUIT AND VEGETABLES ARE JUICED TO SO-CALLED HEALTHY SHOTS, WHICH ALSO HELPS REDUCE FOOD WASTE.		
	 90%	LESS FOOD WASTE. EVERY THIRD MONTH, OUR CATERERS MEASURE OUR FOOD WASTE. THE GOAL IS TO GRADUALLY REDUCE FOOD WASTE.



## New habits

Not everyone agrees that variety is the spice of life – and food is no exception! Nevertheless, our new and much greener profile has proven a great success after just a few months.

Choosing and stipulating the requirements for our new caterers gave us occasion to consider how we could inspire and contribute to a sustainable environment - including our in-house environment. This led to the establishment of an Activity Committee, which in the past reporting period set up yoga and meditation classes, step training, a badminton club, distance running, team training on the “Fitness roof” and, through the WannaSport app, access for all employees to book ball games and other activities. The new activities are in great demand.

## Biodegradable packaging

Due to our purchasing policy, our main focus when selecting suppliers through the past many years has been on the environment. For each purchasing transaction, we determine the specific environmental standards we wish to pursue. We thus made it clear to our new caterers, for instance, that we will definitively switch from plastic packaging to biodegradable packaging during the coming year. Our goal is to gradually increase the recycled share of our total waste volume. In the reporting period, approximately 90% of our volume of waste was recycled.

## LED low energy everywhere

Six years ago, Plesner began a gradual transition to LED lighting. Back then, experts said that LED could “potentially” lead to massive energy savings. This has proven correct, and LED is still the optimal energy solution. We have therefore continued the work to replace more light sources with LED during the past reporting period. Low energy solutions are advancing fast. We are monitoring these developments and always seek to use the most eco-friendly low-energy light sources.







## The UN Global Compact's 10 principles

### HUMAN RIGHTS:

- Our firm should support and respect the protection of internationally proclaimed human rights within its sphere of influence
- Our firm is to make sure that it is not complicit in human rights abuses

### EMPLOYEE RIGHTS:

- Our firm should uphold the freedom of association and the effective recognition of the employee's right to collective bargaining
- Our firm should support the elimination of all forms of forced and compulsory labour
- Our firm should support the effective abolition of child labour
- Our firm should support the elimination of discrimination in respect of employment and occupation

### THE ENVIRONMENT:

- Our firm should support a precautionary approach to environmental challenges
- Our firm should undertake initiatives to promote greater environmental responsibility
- Our firm should encourage the development and diffusion of environmentally friendly technologies

### ANTI-CORRUPTION:

- Our firm should work against corruption in all its forms, including extortion and bribery

## Plesner's CSR initiatives

### HUMAN RIGHTS:

- Pro bono legal advice
- The School Project
- Further and supplementary training of employees
- Leadership programme

### EMPLOYEE RIGHT:

- Employee satisfaction surveys
- Women and their careers
- Employee performance reviews
- Quarterly reviews of assistant attorneys and legal interns

### THE ENVIRONMENT:

- Reduction of energy consumption
- Reduction of paper consumption
- Electronic processes
- Environmentally labelled products
- Environmentally correct removal of waste
- Organic products in the staff canteen

### ANTI-CORRUPTION:

- Policy implemented – constant compliance with legislation